

**ANALYSIS OF THE E-PERFORMANCE ASSESSMENT SYSTEM, COMMUNICATION
AND WORK STRESS ON THE PERFORMANCE OF STATE CIVIL APPARATUS
AT THE DEVELOPMENT PLANNING AND RESEARCH AGENCY
OF SURAKARTA CITY**

Jarwati, Sri Hartono, Djumali

Economic Fakultas, Universitas Islam Batik Surakarta, Indonesia

E – mail : nunukpudyo77@gmail.com

Abstract : This research aims to analyze and know the effect of simultaneous or partial assessment of the system of performance, communication and stress of work on the performance of civil apparatus in the state of the Development Planning and research agency of the city Surakarta. The type of research used is quantitative research a descriptive method. The type and source of data used is the main data collected and processed by the researchers of the object. The number of population in this study is the entire civil apparatus of the state in the Bappeda area of Surakarta which amounted to 45 people and the technique of sample used is a total sampling that uses formula Slovin. The Data is collected using a poll method of 45 people in this study. The data analysis techniques used in this study were data quality tests, classical assumption tests, double linear regression tests, F tests, T tests and coefficient determination with the help of SPSS software program version 21.0. The results of this study showed that working stress was negatively and significantly influential on employee performance, while the E system of performance and communication had significant effect on the BAPPEDA performance of Surakarta.

Keyword : employee performance, communication, stress of work and E system of performance

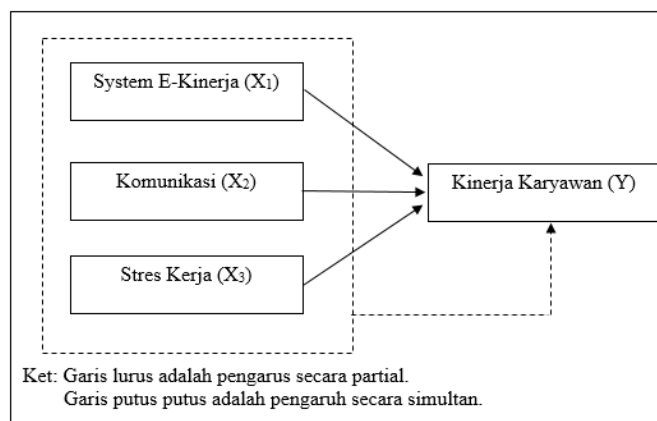
1. Introduction

The mental revolution that became a means of accelerating bureaucratic reform forced the state apparatus to transform itself into a more competent and professional apparatus. Requests from internal agencies and demands from the community encourage the State Civil Apparatus to grapple with changes and continuous performance improvements in order to make bureaucratic reform a success. The continuous improvement in performance in order to achieve the level of good government still leaves several problems that must be resolved immediately, including the problem of work discipline. Indiscipline can be seen from coming to work who are often late and leaving early, besides that there are State Civil Servants who have never been to work for a week or even almost a month, which in the end the State Civil Apparatus in question gets a Warning Letter from their superiors. Disciplinary violations that still occur show that the discipline of the State Civil Apparatus still needs to be improved. State Civil Servants who have low work discipline will have an impact on low employee performance (Marwan, 2016: 77).

Success in a government organization lies in the performance of Human Resources. Knowing and understanding that the importance of the existence of human resources in this era of globalization is one of the efforts that must be achieved in institutions to improve the quality of existing human resources.

The city of Surakarta as a city that implements government management with good governance has carried out governance based on the principles of good governance and results-oriented. To achieve this, it is necessary to improve human resources, which is the most important factor in government organizations. The improvement that is of concern to the Surakarta City Government is the performance of the State Civil Apparatus (ASN), which is considered to still not meet standards. The Surakarta City Government has implemented the E- performance system which is useful for measuring the performance of all civil servants which aims to improve the performance of government officials, by providing an additional amount of allowances obtained from the work done. One of the efforts to carry out these principles, the Surakarta City government applies the E- performance system to all State Civil Apparatus.

The following is a picture of the framework for the variables to be studied:



Gambar 1 : Kerangka Pemikiran

Based on the problems and frameworks that have been described, the researcher formulates the following hypothesis:

- There is a simultaneous effect of the application of the E-Performance assessment system, communication and work stress on the performance of the State Civil Apparatus in the Bappeda Surakarta City.
- There is a partial effect of the application of the E-Performance appraisal system on the performance of the State Civil Apparatus in the Bappeda Surakarta City.
- There is a partial effect of communication on the performance of the State Civil Apparatus in the Bappeda Surakarta City

- d. There is a partial effect of work stress on the performance of the State Civil Apparatus in the Surakarta City Planning Agency

2. Literature Review

Employee Performance

Performance is the level of an employee's ability to achieve the job requirements set by the company (Simamora, 2013: 147). According to Robbins (2012: 532) performance is a measure of work results. Based on the above understanding, it can be concluded that employee performance is the work that has been achieved by each employee in accordance with the work requirements determined by the company, so that the goals expected by the company can be achieved.

Performance is the actualization and implementation of work carried out by employees as a basis for assessing the success of the employee or organization at work. Good performance is the right way to achieve organizational or company goals. The term performance comes from the word job performance or actual performance, which means the actual achievement achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Performance relates to the quantity and quality of work produced.

Performance is a real work result that is displayed by everyone as a work achievement produced by employees in accordance with their role in the company (Rivai, 2014: 549). Performance relates to the work achieved by employees in a certain period. Performance is a result of work achieved by a person in carrying out the tasks assigned to him based on ability (skills, experience) and motivation (sincerity of work).

The objectives of performance appraisal according to Robbins (2012: 532) are as follows:

- a. To make personnel decisions in general, so as to provide information related to important decisions in terms of promotions, transfers / dismissals.
- b. Provide an explanation of the required training and development.
- c. Can serve as criteria for an approved selection and development program.

E-Performance

The term performance comes from the word job performance or actual performance, namely the actual work performance or achievement achieved by someone. In other words, performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him.

Amstrong (2009: 83) states that in general, performance management schemes are prepared using ratings and are determined after a performance appraisal is carried out. The rating indicates the quality of performance or competency displayed by the employee by selecting the level on the scale closest to the assessor's view of how well the employee is performing. Rivai (2014: 481) states that performance appraisal refers to a formal and structured system that is used to measure, assess, and influence job-related characteristics, behavior, and results, including absenteeism levels.

Thus, performance is the result of employee work within the scope of their responsibilities. Employees need feedback on their work as a guide for their behavior in the future.

Communication

Communication is the delivery of information and understanding, regarding verbal or non-verbal symbols. Communication is the process of transferring understanding in the form of ideas or information from one person to another (Gibson and Ivan, 2012: 84). Change and organizational development that can only occur through the development of human resources in their respective environments. To achieve organizational goals, a good communication is needed, where there is a link of understanding in the communication so that it can be understood and implemented between one party and another.

Thoha (2015: 91) states that communication effectiveness has five characteristics as follows:

- a. Openness (openess), is the willingness to respond happily to information received in dealing with interpersonal relationships.
- b. Empaty (emphaty), is feeling what other people feel.
- c. Support (supportiveness), is an open situation to support effective communication.
- d. Positive feeling (positiveness), a person must have positive feelings towards himself, encourage others to participate more effectively and create communication situations conducive to effective interaction.
- e. Equality (equality) is a tacit acknowledgment that both parties value, are useful and have something important to contribute.

Communication will be effective if the source and reception are similar. The closer the similarities between people in communicating, the more likely there is a mutual understanding between them. Communication will be more effective in achieving organizational goals when the people who communicate are in an atmosphere of equality.

Work Stress

Job stress is an adaptive response to employees that arise due to individual psychological characteristics or processes which are a consequence of any external action, situation or event that places special psychological and / or physical demands on someone (Gibson, 2010: 339). Stress has consequences that arise through various stressors which can be divided into 3 general categories, namely: physiological symptoms, psychological symptoms, and behavioral symptoms (Robbins, 2012: 676).

Job stress is a stressful situation in an employee that can affect one's emotions, thought processes and condition (Handoko, 2012: 3). Stress can help or damage employee performance, meaning that if there is no stress, there are no challenges faced by employees, resulting in decreased performance. The increasing stress, the performance will follow the increase, because stress can help encourage employees to exert their abilities to meet job needs. Meanwhile, stress that is too high or reaches peak performance will begin to decline, because employees lose their ability to control so that stress can interfere with work. The causes of stress according to can arise from the environment, organizations and individuals.

Stress is not automatically bad for individual employees or organizational performance. In fact, it is generally known that low stress levels can increase performance and increase activity, change individual character and perform well (Luthan, 2012: 246). Antecedents of stress that often

affect employees come from outside and within the organization from groups that are influenced by employees and from the employees themselves. According to Luthan (2012: 246) there are 4 types of stressors that affect work stress, namely:

- Stressors outside the organization, namely stressors that come from outside the organization, such as: the environment, uncertainty in the economy, politics, technology and others.
- Organizational stressors, namely stressors that come from within the organization, such as: task demands, role demands and interpersonal demands.
- Individual Level Stressors, namely stress triggers originating from individuals, namely family problems, problems of economic needs, personal problems (divorce) and so on.
- Group Level Stressors, namely stress triggers that come from social relationships in groups, such as: social relationships, communication and others.

3. Research Methodology

This study used a survey design, which is a study that takes a sample from a population and uses a questionnaire as a primary data collection tool (Singarimbun, 2010: 51). Survey research is research conducted on large and small populations, but the data studied is data from samples taken from that population, so that relative incidents, distribution and relationships between sociological and psychological variables are found (Sugiyono, 2012: 38) which was carried out on the State Civil Apparatus at Bappppeda Surakarta, totaling 45 people.

Data collection techniques in this study are 1) observation, 2) interviews, 3) questionnaires, 4) literature study. This study uses statistical data analysis techniques with SPSS version 23 for windows.

4. Results And Discussion

4.1. Hypothesis Testing

a. Multiple Linear Regression Test

Tabel 1|
Hasil Pengujian Regresi Linier Berganda

Variabel	Coefficient	Beta	t _{hitung}	p
(Constant)	10,799		3,218	0,003
Sistem E-Kinerja (X ₁)	0,386	0,394	2,983	0,005
Komunikasi (X ₂)	0,387	0,299	2,291	0,027
Stres Kerja (X ₃)	-0,320	-0,374	-3,510	0,001
R ² = 0,557				
F _{hitung} = 17,206				
F _{tabel} = 2,83				
t _{tabel} = 2,021				

Sumber: data primer diolah 2020

From table 1 which is the result of multiple linear regression testing, the regression equation can be made as follows:

$$Y = 10,799 + 0,386X_1 + 0,387X_2 - 0,320X_3 + e$$

Based on the regression equation, it is known that the regression coefficient value for the E-performance and communication system variables has positive parameters, this shows that the E-Performance and communication system makes a positive contribution to the performance of BAPPEDA Surakarta employees. As for the work stress variable has negative parameters, this shows that job stress has a negative contribution to reducing employee performance.

The calculation results show that E-performance has a beta coefficient value of 0.394 which is greater than the other variables. This shows that E-performance has the most dominant influence on the employees performance of BAPPEDA Surakarta.

4.2. Determination Coefficient Test

Tabel 2
Hasil Pengujian Koefisien Determinasi (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747 ^a	.557	.525	1.442
a. Predictors: (Constant), Stres Kerja, E-Kinerja, Komunikasi				
b. Dependent Variable: Kinerja Karyawan				

Based on the results of calculations for the R^2 value with the help of the SPSS 22.0 for windows program, in multiple regression analysis, the coefficient of determination or R^2 is 0.577. This means that variations in the performance of BAPPEDA Surakarta employees can be explained by changes in the E-Performance system, communication and work stress by 57.7%, while the remaining 42.3% is explained by other factors that are not observed, such as leadership, motivation, work and so on.

4.3. Partial Test (t test)

Tabel 3
Hasil Uji Ketepatan Parameter Penduga (Uji t)

No	Variabel	t_{hitung}	p	Keterangan
1.	Sistem E-Kinerja (X_1)	2,983	0,005	H_1 diterima
2.	Komunikasi (X_2)	2,291	0,027	H_2 diterima
3.	Stres Kerja (X_3)	-3,510	0,001	H_3 diterima

Sumber: Data primer diolah 2020

Based on the calculation results for the E performance system variable (X_1), the tcount value is 2.983. Therefore, the value of t is greater than t table ($2.983 > 2.021$) with a probability of $0.005 < 0.05$; then H_0 is rejected and H_a is accepted, which means that the E-Performance system variable has a positive and significant effect on the performance of the employees of BAPPEDA Surakarta City.

Based on the calculation results for the communication variable (X_2), the tcount value is 2.291. Therefore, the value of t is greater than t table ($2.291 > 2.021$) with a probability of $0.027 < 0.05$; then H_0 is rejected and H_a is accepted, which means that the communication variable has a positive and significant effect on the employees performance of BAPPEDA Surakarta.

Based on the calculation results for the work stress variable (X_3), the tcount value is -3.510. Therefore the t-count value is smaller than -table ($-3.510 < -2.021$) with a probability of $0.001 < 0.05$; then H_0 is rejected and H_a is accepted, which means that the job stress variable has a negative and significant effect on the employees work productivity of the BAPPEDA Surakarta City.

4.4. F Test (Simultaneous)

Tabel 4
Hasil Pengujian F Statistik

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	107.327	3	35.776	17.206	.000 ^b
	Residual	85.251	41	2.079		
	Total	192.578	44			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Stres Kerja, E-Kinerja, Komunikasi

Based on the results of the F test analysis, it is obtained that the value of Fcount is $17.206 > 2.83$ with a probability of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted, this means that the E-performance system, communication and work stress simultaneously affect the performance employees of the BAPPEDA Surakarta City.

Discussion

The discussion in this study shows that the E-performance (X1) system has a tcount of 2.983. Therefore, the value of t is greater than t table ($2.983 > 2.021$) with a probability of $0.005 < 0.05$; then H_0 is rejected and H_a is accepted, which means that the E-Performance system variable has a positive and significant effect on the performance of the employees of BAPPEDA Surakarta City.

Communication (X2) obtained tcount of 2.291. Therefore, the value of t is greater than t table ($2.291 > 2.021$) with a probability of $0.027 < 0.05$; then H_0 is rejected and H_a is accepted, which means that the communication variable has a positive and significant effect on the employees performance of BAPPEDA Surakarta.

Work stress (X3) obtained tcount of -3.510. Therefore the t-count value is smaller than -table ($-3.510 < -2.021$) with a probability of $0.001 < 0.05$; then H_0 is rejected and H_a is accepted, which means that the job stress variable has a negative and significant effect on the work productivity of the BAPPEDA Surakarta City employees.

Meanwhile, simultaneously, the Fcount value is obtained at $17.206 > 2.83$ with a probability of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted, this means that the E-performance system, communication and work stress simultaneously affect the employees performance of BAPPEDA Surakarta.

5. Conclusion And Suggestion

5.1. Conclusion

- 1) Based on the results of the F test analysis shows that the E-performance system, communication and work stress simultaneously have a significant effect on the employees performance of the of BAPPEDA Surakarta City.
- 2) Based on the results of the t test shows:
 - a. The E-performance system has a positive and significant effect on the employees performance of the Surakarta City BAPPEDA, meaning that the implementation of the E-performance system has an optimal impact on improving employee performance.
 - b. Communication has a positive and significant effect on the employees performance of the Surakarta BAPPEDA, meaning that good communication between fellow employees and for making employees feel comfortable at work, so that it has an effect on improving employee performance.
 - c. Job stress has a negative and significant effect on the employees performance of BAPPEDA Surakarta, meaning that work stress greatly affects the workload of employees, so that employees who have a high level of work stress will feel heavy at work, thus having an effect on reducing employee performance.

3) Results of the Regression Test

Based on the regression equation, it is known that the regression coefficient value for the E-performance and communication system variables has positive parameters, this shows that the E-performance and communication system makes a positive contribution to the employees performance of BAPPEDA Surakarta. As for the work stress variable has negative parameters, this shows that job stress has a negative contribution to reducing employee performance.

- 4) Variations in the employees performance of BAPPEDA Surakarta can be explained by changes in the E-Performance system, communication and work stress by 53.7%, while the remaining 46.3% is explained by other factors that are not observed, such as leadership, work motivation. and so forth.

5.2 Suggestions

There are various findings, as well as the limitations that exist in this study, the authors provide the following suggestions:

- 1) It is better if BAPPEDA Surakarta is able to implement the E-Performance system properly for employees, so that a good E-performance system supports employee performance improvement.
- 2) BAPPEDA Surakarta should be better able to create a climate of communication between employees and superiors, namely by implementing an open communication pattern, so that the assessment of performance is getting better.
- 3) It is expected that BAPPEDA Surakarta City can provide a proportional workload for each employee, so that a balanced load does not cause work stress which will actually reduce employee performance.

References

- Arfani, M.R dan Lutuilean, B.S. 2018. Pengaruh Stres Kerja dan Beban Kerja terhadap Kinerja Karyawan di PT. Sucofindo Cabang Bandung. *e-Proceeding of Management*. Vol. 5, No. 2, p. 2770-2785.
- Armstrong, M. 2009. *Manajemen Sumber Daya Manusia*. Jakarta: Elexmedia Komputindo.
- Ermawati, D.D. 2012. Faktor-faktor yang Memengaruhi Kinerja Sistem Informasi Manajemen pada PT PLN Cabang Depok. *Skripsi*. Jakarta: Universitas Gunadarma.
- Erisna, Nuria. 2017. Pengaruh Stres Kerja terhadap Kinerja Karyawan pada PT. Kharisma Jaya Motor Bandar Lampung. *Penelitian Dosen*. Fakultas Ekonomi, Universitas Bandar Lampung.
- Gibson, R. 2010. *Perilaku Organisasi (Konsep, Kontroversi, dan Aplikasi)*. Jakarta: Prenhalindo.

- Gibson, J.L dan Ivancevich, J. M. 2012. *Organization Behavior Structure Processes*. Eight Edition. Boston: Richard D Irwin Inc Homewood.
- Gitusudarmo, I & Sudita, I N. 2013. *Perilaku Keorganisasian*. Yogyakarta: BPFE.
- Handoko, T. Hani. 2012. *Manajemen Personalia Sumberdaya Manusia*. Yogyakarta: BPFE.
- Kadarisman, M. 2014. *Manajemen Kompensasi*. Jakarta : PT. Raja Grafindo Persada.
- Luthan, F. 2012. *Perilaku Organisasi*. Yogyakarta: Andi.
- Mangkunegara, A. P. 2013. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung : Remaja Rosdakarya.
- Marwan, Jubery. 2016. Faktor-Faktor yang Mempengaruhi Disiplin Kerja dan Dampaknya terhadap Kinerja Aparatur Sipil Negara Pemerintah Provinsi Banten. *Scientium*. Vol. 3, No. 5, p. 76-93.
- Mathis, R. L. dan Jackson, J.H. 2012. *Manajemen Sumber Daya Manusia*, Edisi. Pertama. Jakarta: Salemba Empat.
- Mukti, D.F; Setyanti, S.W. L.H dan Farida, L. 2019. Penerapan Sistem Penilaian Kinerja Berbasis E-Kinerja terhadap Prestasi Pegawai melalui Kepuasan Kerja sebagai Variabel Intervening pada Dinas Kependudukan dan Pencatatan Sipil Kabupaten Banyuwangi. *e-journal Ekonomi Bisnis dan Akuntansi*. Vol. VI, No. 1, p. 175-180.
- Negara, T T S dan Fachruddin, R. 2017. Kapabilitas Personal dan Pelatihan E-Kinerja terhadap Kepuasan Pengguna Sistem E-Kinerja pada Satuan Kerja Perangkat Daerah Dinas Pemerintah di Kota Banda Aceh. *Jurnal Ilmiah Mahasiswa Ekonomi Akuntansi*. Vol. 2, No. 1, p. 1-14.
- Nengsih, S; Sunaryo, H dan Khoirul, M. 2015. Pengaruh Stres Kerja dan Komunikasi terhadap Kinerja Karyawan PT. POS Indonesia Cabang Malang. *e-Jurnal Riset Manajemen*. Prodi Manajemen, Fakultas Ekonomi, UNISMA.
- Nurhayati, E. 2017. Pengaruh Penerapan Sistem Penilaian E-Kinerja dan Kompetensi terhadap Kinerja Pegawai di Kecamatan Semarang Timur melalui Motivasi sebagai Variabel Intervening. *Jurnal Penelitian Ekonomi dan Bisnis*. 2 (2), p. 79-91.
- Putri, K E; Muhammad, A dan Hasan, B. 2014. Pengaruh Penerapan E-Kinerja dan Penghargaan (*Reward*) Terhadap Kinerja Aparatur Pengelolaan Keuangan Di Lingkungan Pemerintahan Kota Banda Aceh. *Jurnal Magister Akuntansi*, Pascasarjana Universitas Syiah Kuala. ISSN 2302-0164, pp. 1-10. Volume 3, No. 4, November.

- Rivai, V. 2014. *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktik*. Jakarta: PT Raja Grafindo Persada.
- Robbins, P. Stephen. 2012. *Organizational Behavior*, Fifteenth Edition. Pearson: Education.
- Sastrohadiwiryo, S. 2009. *Manajemen Tenaga Kerja Indonesia*. Bandung: Bumi Aksara.
- Sedarmayanti. 2009. *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung: Mandar Maju.
- Siagian, S. P. 2012. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Simamora, H. 2013. *Manajemen Sumber Daya Manusia*. Yogyakarta: YKPN.
- Suardi. 2018. Pengaruh Disiplin Kerja, Komunikasi, Kepemimpinan dan Mutasi terhadap Kinerja ASN di Lingkungan Sekretariat Daerah Pemerintah Kota Tanjungbalai. *Jurnal Bisnis Net*. Vol. 1, No. 1, ISSN: 2021-3982.
- Sugiyono. 2011. *Metode Penelitian Kuantitatif Kualitatif DAN R&D* (cetakan ke- 14). Bandung: Alfabeta.
- Sutrisno, E. 2011. *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.
- Syamsuddinnor. 2014. Pengaruh Pemberian Insentif Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Ben Line Agencies (Bla) Banjarmasin. *STIMI*. Vol. 6. No 1, p. 58-67.
- Yuliyanti, Y; Istiatin; dan Aryati, I. 2017. Pengaruh Insentif, Disiplin Kerja dan Komunikasi terhadap Kinerja Karyawan bagian Sewing PT. Pelita Tomangmas Karanganyar. *Jurnal Akuntansi dan Pajak*. Vol. 18, No. 01, p. 145-157.
- Wursanto, I. 2009. *Dasar–Dasar Ilmu Organisasi*. Edisi dua. Yogyakarta: Andi Offset.